Records
Management

A Guide for Municipalities in Ontario

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RECORDS MANAGEMENT

A Guide for Municipalities in Ontario

Advisory Services Branch
Local Government Division

Ministry of Treasury,
Economics and
Intergovernmental Affairs

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A. INTRODUCTION

In today's municipal environment, records have become increasingly important for the efficient conduct of public business. Records serve the municipality as the official "memory" of past decisions and as information for future decisions. But to use this memory, the records must be:

1. quickly and easily retrieved when required

2. protected from premature destruction

3. disposed of once their value has ceased

Only a glance at the physical conditions in which some records are maintained is enough to indicate that something is wrong. Records piled on desks and in corners, for example, related records filed in different locations, older records disintegrating, these are among the more obvious signs of problems with records systems and procedures.

There are many excellent records-management programs currently in use in Ontario municipalities. Still, representatives of some municipalities have indicated that there is a need for a guide to assist them in establishing a basic records-management program.

This publication addresses this need. It is not intended to represent the only suitable system for municipalities. Local circumstances may require that the suggestions contained here be modified. Generally, it should provide a base upon which a system could be established.

Records management is a program that has been developed to deal systematically with the problems inherent in maintaining records. Even the smallest municipality benefits from its application. It brings order and organization to records-keeping and its application does not rely on expensive equipment. A planned program

of records management ensures that records will be <u>where</u> they are required <u>when</u> they are required.

Records management may be developed in a municipality by:

1. inventorying records

2. scheduling retention periods for records

3. developing file classification and indexing systems for retrieval of records

4. disposing of records of no further value

5. investigating the other elements of records management to ascertain if their development is applicable to the munici- pality (Appendix A)

It is important to note that municipal records <u>cannot be destroyed</u> until council has passed a by-law providing for records scheduling, or approval has been received from the Ministry of Treasury, Economics and Intergovernmental Affairs. Applications for approval to destroy records should be forwarded to the Ministry's Regional Offices. (Section 249, The Municipal Act).

Records management is the planned control of the life cycle of a record. The life cycle begins when a record is created or received. After this, the record must be maintained, protected and disposed of eventually. Disposition takes the form of either destruction or permanent preservation. Permanent preservation (or retention) is reserved for records which are of historical importance or are required to fulfill legal or statutory requirements.

The proper maintenance of a record implies that information, when required, is available. Various systems have been developed to arrange them logically in a planned manner. These systems are referred to as file-classification plans. Records should also be protected from inadvertent destruction through a planned security program.

Most records pass through three stages in their life cycle. The active phase encompasses records that are in regular day-to-day use. When records are referred to infrequently, they pass into their inactive phase. It is at this point that inactive records should be separated from the active records and, if possible, stored in less-costly space.

When record volumes are small or storage space is not at a premium, the records are still separated, but stored in the same physical location. For example, active records can be stored in the top file drawers and inactive records in the lower file drawers of a filing cabinet.

When records become dormant and their administrative, fiscal or legal values have been expended, they should be destroyed. Certain records, because of their legal or historical importance, must be permanently retained. The management of records implies planning, controlling and organizing records to ensure efficient information retrieval and orderly disposal.

DEFINITION OF
A RECORD

A record includes all public documents used by the municipal corporation to carry out its functions. This would include correspondence, ledgers, forms, maps, plans, photographs, microfilms, books, tapes and any other documentary material regardless of physical form or characteristics. Certain documents would not be considered a record. This includes library and museum material used solely for reference or exhibition purposes, extra copies of records retained for convenience of reference, working papers and stocks of publications or printed documents. (Detailed list in Figure 1).

RECORDS SERIES

Records are grouped into records series. Related records (a records series), because of function, transactions recorded, format or mode of storage, are treated as a unit. As an example, by-laws, council minutes or individual personnel files would be considered records series.

These records are treated as a unit for ease of retention, classification, storage and disposal.

FIGURE 1

NON-RECORD MATERIAL

        Certain material has no documentary value. It can be
discarded as soon as read and not filed.
Examples of non-record material are:

1.   Extra copies kept for convenience of reference,
     such as reading files.

2.   Working papers, preliminary drafts and similar
     materials, summarized or published in other forms
     and of no value after action has been completed.

3.   Catalogues, trade journals, and other processed or
     published materials received from other governments
     and municipalities, commercial firms or private
     institutions which require no action and are not
     needed for documentary or reference purposes.

4.   Reproduction material such as stencils, hectograph
     masters and offset plates.

5.   Shorthand notes or stenotype tapes which have been
     transcribed.

6.   Stocks of publications, informational material or
     unused forms that are kept for supply purposes only.

7.   Route slips used to direct the distribution of papers.

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A planned program of records management
is of benefit, if not essential, to a
municipality because it ensures that
certain information is efficiently and
economically available when required.

The following sections detail the steps
that are required to implement an
efficient Records Management Program.

STEP I SUMMARY:

PLAN
_____

- Develop a Plan

- Determine Goals

- Set Objectives/Activities to Reach
  the Goals

PLANNING THE
PROGRAM

While benefits accrue from a records-management program, it takes some planning and resource expenditure to make the program work. A necessary first step, for example, is the creation of a plan:

1. to provide the framework to accomplish specific goals you set for records management

2. to allocate any resources you require to implement records management and to attain your goals

In a small municipality (less than, say, 10 employees) this is a relatively easy process. Records volumes are low and the time spent on their management is limited. Equipment and space are minimal. Yet this planning step is still important. The municipal clerk or clerk-treasurer will ascertain the time requirements and the activities necessary to implement a program. Figure 2 presents the maximum goals and activities associated with a full records-management program. These can be adjusted to meet the requirements of the individual municipality.

As the volume of records increases in a municipality because of size and functions, the planning of the records-management function becomes more important. This function should be recognized as a separate job even though it is on a part-time basis. Authority and approval for the program are obtained from council (following section). Because records management is implemented on a planned basis, time and resource constraints will make it necessary to vary the time requirements to meet specific goals. These goals should be listed along with the activities required to reach them. Each activity is divided into a number of steps. An example would be the steps summarized at the beginning of the section on a records inventory (page 17). Because records management is a systematic process,

FIGURE 2 — SAMPLE GOALS AND ACTIVITIES FOR RECORDS MANAGEMENT

GOAL	ACTIVITY	METHOD	MEASUREMENT CRITERIA
Municipal familiarization	1. Review municipal functions	Read information available, organization charts, interview key personnel	Basic knowledge obtained
	2. Develop liaison relationships		
	3. Survey municipal records	Visit key records users	
Develop a program plan and detail approval	1. Develop program proposal for council	Draft, review with key municipal personnel	Plan completed
	2. Present plan	Meet with decision-making municipal personnel	Plan approved
Prepare for implementation	1. Announce program	Draft letter	Letter circulated
	2. Procure equipment and supplies	Prepare requests	Purchase orders issued

FIGURE 2   SAMPLE GOALS AND ACTIVITIES FOR RECORDS MANAGEMENT (CONT'D)

GOAL	ACTIVITY	METHOD	MEASUREMENT CRITERIA
Collect data on all records and schedules	1. Inventory of records	Determine basis for inventory	Inventory completed
	2. Draft by-law	Determine retention periods, storage by-law	By-law passed
File plan for municipality	1. Develop and implement file plan	Usually implemented on a function by function basis	Plan completed
Document program and procedures	1. Prepare a procedure manual	Analyze systems and procedures Document cost and benefit analysis	Procedure manual implemented

your plan focuses on steps and
procedures that, when completed, should
produce success.

STEP II SUMMARY:

ESTABLISH AUTHORITY
AND RESPONSIBILITY

- Determine Responsibilities
- Seek Council Approval
- Announce the Program Through a Directive
- Designate Responsibility

ESTABLISHING
AUTHORITY AND
RESPONSIBILITY

After a plan has been formulated, some
municipalities (depending on size) will
want to announce the program to municipal
staff and designate responsibility for
its management to a municipal employee.
Smaller municipalities with less than
perhaps 10 employees can do this infor-
mally. Where the municipal organization
is relatively large and diverse, the
administrator, C.A.O., or clerk should:

1. Confirm through council that
the clerk (or clerk's
department) is responsible
for records management.

2. Present and have approved by
council the goal (or goals)
and activities for the program.
This serves as the clerk's
authority to implement and
develop records management.

3. Announce the records-management
program to municipal employees.
If one employee is assigned
responsibility (even part-time),
this information should also be
included in the letter.

A copy of this type of announcement is
presented in Figure 3. After the
announcement is published and the plan
finalized, detailed information is
obtained through a records inventory.

FIGURE 3

SAMPLE FORMAT FOR A RECORDS-MANAGEMENT DIRECTIVE

DATE:

TO:

FROM: Administrator/Clerk-Treasurer/Clerk

SUBJECT: Records Management

This memorandum is to advise of the establishment
of a continuing Records-Management Program and to
outline responsibilities. It is the policy of
this municipality to process paperwork efficiently
through a planned program of records management.
The goal of our program is to manage records of
the municipality to ensure efficiency and
economy in their creation, use, maintenance,
storage and disposal.

To achieve this goal, (Name of person) has been
assigned the records-management function.

Your co-operation in this program will help to
produce paperwork systems of benefit to (Name of
Municipality).

STEP III SUMMARY:

THE INVENTORY

- Secure Forms for the Inventory

- Determine Records Series

- Collect Required Information on Each
  Record Series

- Informally Discuss Retention Periods with
  Municipal Department Heads Responsible
  for Maintaining the Records Series

OBTAINING THE FACTS
- THE INVENTORY

Just as it is necessary for a municipality to control the numbers and types of its equipment through inventories and other systems, it is also necessary to undertake this sort of inventory process with records. By obtaining information on existing records, the person responsible for the program will be in a position to analyze, set retention periods, classify and dispose of them in a systematic manner. This exercise of obtaining the facts is called a records inventory.

In larger municipalities it will likely involve completing a comprehensive form (see Figure 4 for sample) that describes the records series. Information that is collected refers to the record's description, use and volume. This step is important because the information collected is used to evaluate the records and set retention periods.

In small municipalities, it should be possible for the person responsible for records management to personally study and list each type of record in all of the municipal departments. This involves investigating the files and completing an inventory worksheet for each record series tentatively identified.

Why, one might ask, is it necessary to go through the files and collect this information? Because later on, retention periods will be set for these records and this cannot be done without having some reliable knowledge of them. Similarly, when a file classification plan is developed, information on the file contents will again be necessary. If, for example, there are two records series called "correspondence", without descriptions, it may be difficult to differentiate between them in future.

FIGURE 4

SAMPLE INVENTORY FORM

Records Inventory Form Number: 22	Reference Number: 22 - 77

Record Series Title: *Subdivisions*	Basic Size of Record: *8½ x 14*

Description of Record:

All plans, agreements and correspondence relating to individual subdivision.

Physical Format: Other

[X] Files   [ ] Cards   [X] Plans   [ ] Tapes   [ ] Microfilms   _____

File System: *Filed* By

[ ] Alpha   [X] Numeric   [ ] Alpha-Numeric   [ ] Chronological   *Numeric by "T" Number*

Index System: *Alphabetical by name*   [ ] Retained by Calendar Year   [X] Continuous

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Retention Requirements: Approvals:

	Hard Copy	Microfilm	Security Copy
In Office (Current Plus)	2 yrs.		
Inactive Storage	5 yrs.	14	
Total Years			

Signature   Date

Signature   Date

Signature   Date

Final Disposition: [X] Permanent   [ ] Destroy

The purpose of the detailed inventory, then, is to establish:

- what records are maintained

- where various records are located

- who uses these records

- when these records are used

- how these records are used

When the inventory is complete, information is available to schedule the records.

STEP IV SUMMARY:

SCHEDULING

- Set up Records Committee

- Determine Retention Periods

- Draft By-Law for Records Retention

- Submit Records-Retention By-Law for
  Council Approval

STEP IV:

SETTING RETENTION
PERIODS - RECORDS
SCHEDULING

A records schedule is a legal document
in the form of a by-law that establishes
a timetable for the life of the record.
This cycle begins with the creation (or
receipt)of a record and continues through
the maintenance stages until the record's
final disposition.

The Municipal Act provides two methods
to dispose of records, papers and other
documents. The first involves applying
to the Ministry of Treasury, Economics
and Intergovernmental Affairs for
approval to destroy specific documents.
The second method involves the passing
of a by-law setting out retention
periods for each type of document. This
by-law must also be approved by the
municipal auditor. Most municipalities
prefer this latter course of action since
the first method calls for approval of
disposition of specific documents only,
and since after a few years another
application must be made. The passing
of a by-law with a retention schedule
allows for the continuing systematic
disposal of all records listed in the
by-law.

Appendix 'E' offers a sample by-law for
establishing retention periods. The
sample is given to illustrate this text,
and is not intended to show the only or
the most suitable by-law for any
particular municipality. Local practices
and procedures will be the main
determinants in developing a records-
retention by-law. Municipalities that
have access to a solicitor may benefit
by having him or her review any
retention by-law that is drafted.

Also attached as appendix 'F' is a
compilation of the retention periods as
found in several by-laws currently in
use. Again, this material does not
represent a recommended retention
schedule but is simply a guide to
current usage. Each municipality should
set its own retention periods as dis-
cussed elsewhere in this guide.

Records are scheduled to 1) identify and
protect valuable records, 2) authorize
the destruction of valueless records,
3) control information from a management
point of view and, 4) where possible,
effect cost benefits.

When the types of records have been
reviewed and listed, the person responsi-
ble for the program is in a position to
start recommending retention periods for
individual record series and to begin
drafting a by-law. The evaluation of a
record to determine an appropriate
retention period involves the assessment
of four values:

Administrative Value.   This value is
assessed on records created (or received)
by a municipality to accomplish its
various functions. Records have admini-
strative value as long as they assist in
performing current or future work. The
primary administrative use of most
records is exhausted when the trans-
actions to which they relate have been
completed. From that point on their
value decreases rapidly. (There are some
administrative records that contain basic
facts concerning a municipality's origin,
policies, significant administrative
decisions, that should be preserved
permanently).

As an example, records containing infor-
mation on conventions, conferences and
associations would be retained only for
short periods of time. Records of
licences, issued yearly, would also be
of diminished value as soon as the
licensing period expired.

Fiscal Value.   Certain financial
records are required for varying retention
periods because of audit, referencing
or future transactions. Examples are
vouchers, accounts payable and cancelled
cheques for payroll. The fiscal value

usually declines after the records have
been audited. The treasurer of the
municipality will have the expertise
required to advise on "Fiscal Informa-
tion Needs" as related to length of
retention. (The municipal auditor is
required to approve the records-retention
by-law. The auditor will undoubtedly
be of assistance in assessing fiscal
requirements.)

Legal Value.   Some records contain
evidence of legally enforceable rights
or obligations of municipalities or
private citizens. Examples are by-laws,
contracts, agreements, approvals received
from Provincial agencies and legal decisions.
When possible, the advice of the solicitor
of the municipality should be sought when
determining the length of retention for
records.

Historical Value.   The documentation
of historically significant municipal
events warrants permanent preservation.
(See Step VII for a summary of options
for preserving these records.) Minute
books and by-laws, for example, would
justify this value being applied to them
as records.

Records may possess one or a combination
of these values throughout their life
cycle. If space is at a premium and
the volume of records high, inactive
records should be transferred to a
storage area. Records are usually
considered inactive when the reference
rate is less than once per month per
cubic foot. Records can usually be
considered inactive when the reference
rate is less than two to three times a
month for a file drawer.

When scheduling begins there will probably be some difficulty in setting reliable retention periods. It is natural in the beginning to be overly cautious, to exaggerate reference rates and the lengths for retention. But the future information requirements should be assessed against the problems of information retrieval, storage costs and the ability to obtain the same information elsewhere. One approach to setting retention periods is to form a committee composed of the clerk, treasurer, auditor and, if the municipality has access to a solicitor, it may be wise to include him. If a municipal employee other than the clerk is responsible for records management, then this person would also be included on the committee. All of the potential values can be assessed by the membership of this committee, and this will assure input on each value.

A schedule, once approved, establishes a pattern for the disposition of records on a continuing basis. It should be applied on a regular basis. This is accomplished by having files cut off (new files opened) at regular intervals or after predetermined events (project completion). Normal closing of a file can coincide with the end of the calendar year. For records on cases (example: buildings, subdivision) an appropriate cut-off would be the closing of the case.

In setting retention periods, only certain record series are retained permanently.

Examples:

Assessment Rolls	Birth, Marriage and Death Registers
Collectors Rolls	Agreements and Contracts
Council Minutes	Index Books/Cards for Permanent Records
By-laws	Tax Sale Records

	Records of Historically Significant Municipal events	Personnel History Records

OTHER RECORDS ARE
POTENTIALLY
AVAILABLE FOR
DISPOSAL

The other municipal records must be
assessed for their legal, administrative,
fiscal and historical importance.
Relatively few will justify permanent
preservation.

STEP V SUMMARY:

INFORMATION
RETRIEVAL
_____

- Determine How Information is Required

- Develop Required Classification/Indexing
  Systems

INFORMATION
RETRIEVAL

The demands for information incumbent on even the smallest municipality can be substantial. In any government or business organization, records are your access to the significant past. These records must be organized and controlled if information is to be readily available. Filing systems have been developed to answer this need for information retrieval. Filing systems are composed of three elements: the information to be filed, the equipment and the classification and/ or index system.

Information To Be Filed.   The information to be filed is usually in the form of a document. It could be a letter, report, project papers, minutes, etc. This information can be filed in a variety of ways through classification and assisted by indexing.

Equipment.   Equipment and supplies for filing should reflect the requirements of the material to be filed. Many manufacturers have brochures available for the equipment they manufacture. Appendix 'B' contains a listing of general information on filing-equipment specifications.

Classification And Index Systems.
Classifications, the logical, uniform pattern by which documents are filed, have been developed to organize documents by relationships or key items. File classifications are also known as file plans. Classifications can be alphabetic, numeric or subject. For subject classifications, a code is attached to individual files and groups of files. Certain information lends itself to a particular method of filing. A municipality will probably make use of a variety of classification systems.

An index is an ordered list of names, key words or key topics/subjects that co-ordinates groups of items. It is an aid to information retrieval. For filing purposes, an index is usually used only in conjunction with subject or perhaps numeric filing. As an example, the index found at the end of a book takes key words from the book's contents and arranges them in an alphabetical classification.

Considering by-laws as a record series, they are usually filed in numerical order i.e., numeric classification. To retrieve information about topics or subjects, a separate index by subject would be set up.

There are three basic types of file classification systems. The appropriate method is chosen as a result of an investigation of file volumes and information-retrieval requirements.

Alphabetic.   Many files are arranged in alphabetical order. Documents can be filed by name, geographic location or subject. The important point to remember with alphabetic filing is that everyone should subscribe to the same rules when filing. Personnel files (by employee name) are an example of records that can be filed alphabetically.

Numeric.   Serial or sequential (1,2,3, 4 ...) and coded are the two types of numeric filing. When items are numbered sequentially, such as cancelled cheques or cheque vouchers, it is obvious that they should be filed that way. Consecutively numbered by-laws would be filed by the consecutive number assigned after council approval.

Numerically-coded filing is used for ease
of filing or for information "coded" into
a number. Tax files "coded" by roll
number would be filed using the roll
number. The roll number is an example of
a code used to condense information.

Subject.   Subject filing is the most
difficult type of filing because a
decision must be made on the subject or
subjects of a particular document to be
filed. As an example, the telephone book
contains "files" in an alphabetical
sequence. But if uncertainty exists
around the name, the Yellow Pages offer
the information arranged by subject.
Subject files may be arranged or classi-
fied in one of three ways.

Straight Alphabetic Subject File - one
file drawer or less.   Each file is
treated as a subject on its own. No
attempt is made to group related subjects.
Additions are made to the file by adding
the new subject file in alphabetical order.
An example would be files arranged in the
following order:

             Accounts Payable

             Applications

             Associations

             Committees

             Conferences

             Local Improvements

             Municipalities

             Parks

             Personnel

             Petitions

             Statistics

             Tax Sales

             Water

             Workmen's Compensation

Encyclopedic Subject Filing - 2-3 file
drawers.   With this filing arrangement,
a few subject groups are chosen.   These
are then divided into various subject
files and filed alphabetically behind the
subject group.   All records relating to
a major subject are brought together in
one grouping.   An example would be files
arranged in the following order:

        ASSOCIATIONS (subject group)
            AMCTO   (file)
            AMO   (file)

        COMMITTEES
            Building
            Recreation
            Welfare

        PERSONNEL
            Applications
            Benefits
            Time Sheets

        TAX SALES
            Brown
            John
            Smith

Appendix 'G' gives a further sample of
subject groups and subject files that
could be used in a small municipality.
While this listing may be useful as a
guide, local preference and practices
will undoubtedly vary.

Alpha-Numeric Subject Filing - one or
more file cabinets.   In larger filing
systems, an alphabetic and/or numeric
code is assigned to files.   One of the
most common types of code is the Alpha-
Numeric.   The code is assigned to facili-
tate retrieval, group-related files, and
decrease the time spent in filing.

Using this method, information is grouped
into Subject Groups.   These Subject Groups
are further divided into Primary Subjects.
Each Primary group is broken down again
into subject files.

FIGURE 5

ARRANGEMENT OF A SUBJECT-NUMERIC FILE SYSTEM

ADM 2-4 Signs
ADM 2-3 Taxi
ADM 2-2 Animal
ADM 2-1 General
ADM 2 LICENCES
ADM 1-3 Oaths
ADM 1-2 Procedures
ADM 1-1 Admin. General
ADM 1 GENERAL SERIES
ADM - ADMINISTRATION

**1976
SUBJECT FILES
ADM-ADMINISTRATION
to
FIN - FINANCE**
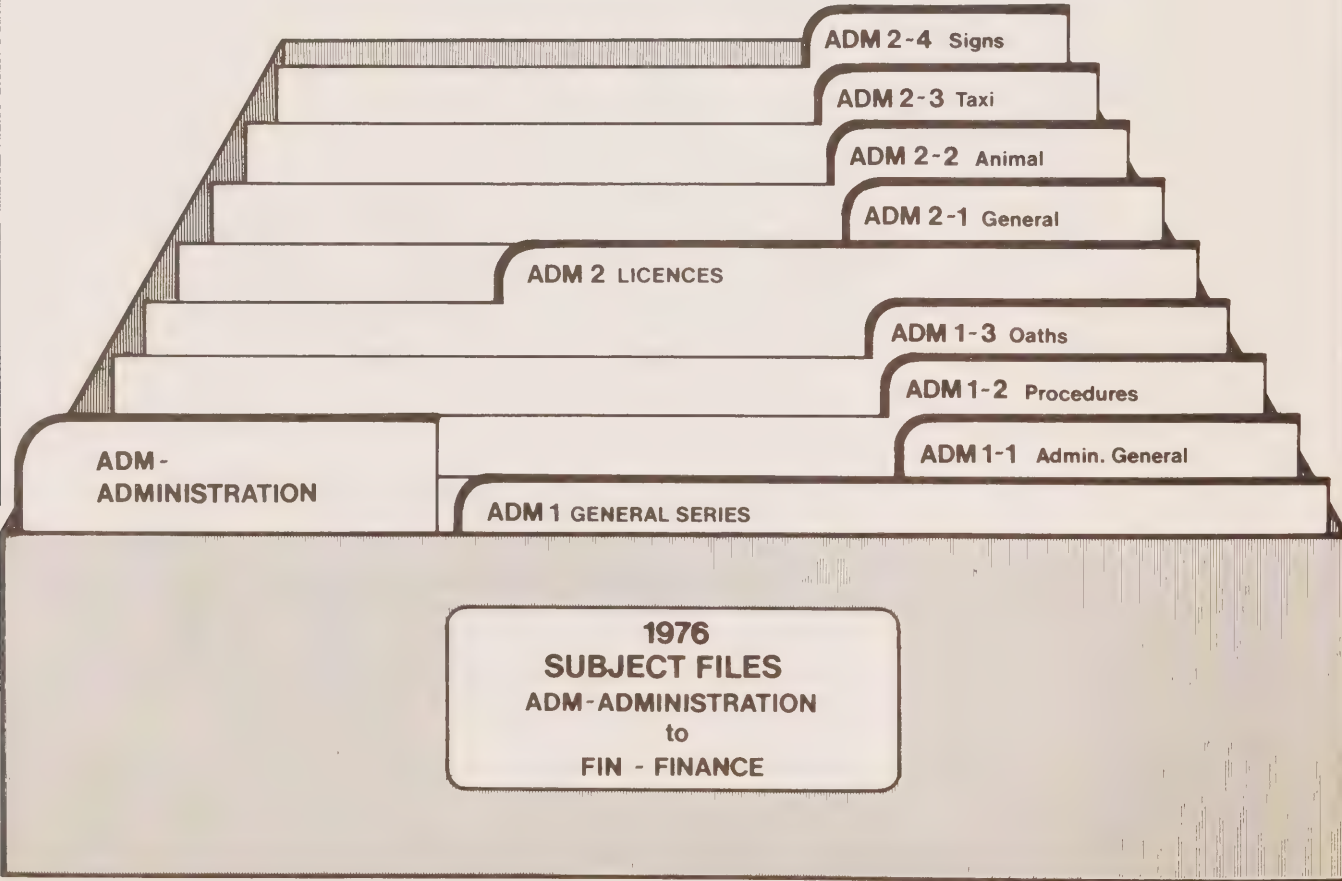
The subject groups and/or primary
subjects would usually relate to the
functions of the municipality and could
be closely aligned to organizational
structures. Each subject group begins
with a primary subject called "General"
before subdivision into files. Subject
Files under the primary subject begin
with a file named "general". When three
to five pieces of paper on one subject
accumulate in the "general" file, a new
subject file is opened.

An example of this type of file arrangement would be:

CODE:

```
ADM          ADMINISTRATION ........... FILE GUIDE (SUBJECT GROUP)
ADM-1        GENERAL ADMINISTRATION ..  FILE GUIDE (PRIMARY SUBJECT)
ADM-1-1      GENERAL ................. FILE
ADM-1-2      PROCEDURES
ADM-1-3      OATHS

ADM-2        LICENCES ................ FILE GUIDE (PRIMARY SUBJECT)
ADM-2-1      GENERAL ................. FILE
ADM-2-2      ANIMALS
ADM-2-3      TAXIS
ADM-2-4      SIGNS
```

If required, a file such as ADM-2-2 can be further divided into
subdivisions. ADM-2-2 becomes the "general" file.

```
ADM-2-2        ANIMALS
ADM-2-2-1      DOGS
ADM-2-2-2      CATS
ADM-2-2-3      MISC. ANIMALS
```

Figure 5 presents an example of how these
files would be arranged in a file drawer.

There are various types of Alpha-Numeric
file systems for subject correspondence.
The system chosen (and it is only a coding
system) will depend on the requirements of
the system, needs for future expansion and
the personnel involved in developing and
implementing the system.

The file classification plan is a
reproduction on paper of the filing system
in use. This plan is used to

1. classify and code documents
   before filing

2. control the creation of new files

Scope notes can be used next to any of the groups or files listed on the file plan as a means of further identification of file contents.

In addition, a subject index in alphabetical order is used for all file names and common synonyms of file titles. This is an aid for finding information. In the previous example, if the file user was not sure which primary subject contained files on Licences, the subject would be listed in the subject index alphabetically under Licences. This directs the user to the file code.

EXAMPLE OF SUBJECT INDEX

SUBJECT	SEE
CATS	ADM-2-2-2
DOGS	ADM-2-2-1
GENERAL ADMINISTRATION	ADM-1
LICENCES	ADM-2
OATHS	ADM-1-3
PROCEDURES	ADM-1-1
TAXIS	ADM-2-3

STEP VI SUMMARY:

FILE CONTROLS

- Cross-Reference
- Charge-Out Cards
- File Cut-Off

FILE CONTROLS

Efficient retrieval of information in a filing system is dependent upon the establishment of file controls.

Before documents are filed, paper clips, pins, etc. should be removed. If it is necessary to keep a group of papers together, they may be stapled in the upper left corner (unless the file has a metal clip for attachments). Carbon copies should be discarded (unless scheduled for retention). If the document requires classification and coding of some type before filing, write the code in a standard position. If the document is removed from the file at a later date, refiling will be consistent because of the code.

CROSS-REFERENCING

Cross-referencing is required whenever a document deals with more than one name, subject or location. It is a notation in a file or index showing that the record being sought is filed else-where. Figure 6 shows an example of a cross-reference sheet. Another method of cross-referencing is to photocopy the original incoming document or make a carbon copy of an outgoing original document. The photocopy method should be limited to a maximum of three pages.

CHARGE-OUT CARDS

Charge-out cards or "out" cards are placed in a file when material has been temporarily removed. Even in the smallest municipal filing operation, out-cards are recommended. If a record is not worth charging-out, was it necessary to file it in the first place? In a small filing system, a charge-out procedure would take a maximum of thirty seconds. It may take minutes or hours to find a record that has not been charged-out. The minimum amount of information con-tained on an out-card would be the name of the file borrower and the date of file or document removal.

FIGURE 6

SAMPLE FORM FOR CROSS-REFERENCING

CROSS-REFERENCE SHEET

NAME OR SUBJECT   DATE

Dog Control   *77-04-26*

REGARDING   *Licensing and impounding dogs running at large*

SEE

NAME OR SUBJECT   *Animal Control*

FILE SHEET UNDER NAME OR SUBJECT AT TOP OF SHEET
THE DOCUMENTS ARE FILED UNDER "SEE".

Form #

FILE CUT-OFF

Files should also be segregated at a predetermined cut-off date (calendar year-end, termination of an event). This provides an easy mechanism for the orderly disposition of scheduled records in the future. Files can also be transferred to an inactive storage area if available.

STEP VII SUMMARY:

RECORDS
DISPOSITION

- Ensure Authority for Disposition

- Destroy Records Where Applicable

- Provide for Permanent Preservation Where
  Required

RECORDS DISPOSITION	Records are disposed of in one of two ways--destruction or permanent preservation. When the by-law for records disposition has been approved by council, records slated for destruction and permanent preservation should be segregated.

RECORDS DESTRUCTION

Common methods for destroying records are:

. burning

. salvage through recycling

. regular municipal waste disposal (garbage collection)

The most appropriate method will depend on the volume of records, the time of intended destruction and the security requirements associated with the records.

**PERMANENT
PRESERVATION -
ARCHIVES OF ONTARIO**

The Archives acquires, preserves, analyses and makes available for research and administrative purposes, significant records and documents relating to Ontario. By statute it controls final disposition of the records of all ministries and agencies of the Ontario Government. It also acquires, whenever feasible, other significant documentary material relating to the history of the Province.

Among the latter are records of local governments, and section 5(e) of The Archives Act directs the Archives to acquire and preserve municipal records. This can only be done with the consent of the municipal councils concerned although section 215(4) of The Municipal Act states,in effect, that original council minutes and by-laws may, as an alternative to permanent retention by the municipal clerk, be transferred to the Archives of Ontario.

Among the types of municipal records
that the Archives is prepared to accept
and preserve are: original council
minutes and by-laws, minutes of
associated boards, commissions and
committees, assessment and collectors'
rolls, early accounting and land records,
voters' lists and selected correspon-
dence files. The Archives may also
accept copies of published minutes and
by-laws.

The Archives of Ontario does not wish to
acquire more recent records which are
still in current use by the municipality
for operational purposes. Moreover, if
a municipality has a properly equipped
and staffed archives, it might be well
advised to retain its records there.

However, the permanent conservation and
servicing of fragile manuscript holdings
requires highly specialized housing
facilities and trained technical staff,
and the Provincial Archives is one of
the few repositories in Ontario that
possesses such facilities. It also has
a staff of professional archivists to
carry out the essential analysis,
processing, cataloguing and research-
servicing of the material. On public
research usage, it should be emphasized
that interest in earlier municipal
records such as assessment rolls is by
no means confined to the present resi-
dents of a particular municipality but,
apart from general historians, includes
the descendants of earlier settlers
now living in many areas of the Province
and beyond.

Any municipality interested in possible
transfer of its non-current records
should write or phone the Archives of
Ontario which will contact the clerk-
treasurer and make arrangements to have
a staff member examine and list the
records concerned. The Archives will
then make a formal written request to
council for transfer of the records it
has selected. If and when the council
agrees, the Archives will make the
necessary arrangements for physical
transfer of the material.

A microfilm copy of any original municipal council minutes and by-laws deposited in the Archives will be provided without cost to the municipality. In certain exceptional instances, microfilm of other important original records transferred may also be provided. On occasion, the Archives may also be prepared to micro-film certain particularly significant original records which a municipality has refused to transfer, but in such instances no free copy is provided.

APPENDICES

A.   RECORDS-MANAGEMENT ELEMENTS

B.   FILING-EQUIPMENT SPECIFICATIONS

C.   FURTHER SOURCES OF RECORDS-MANAGEMENT
      INFORMATION

D.   RECORDS-MANAGEMENT DEFINITIONS

E.   SAMPLE RECORDS-RETENTION BY-LAW

F.   RETENTION PERIODS

G.   ENCYCLOPEDIC SUBJECT FILING

RECORDS-MANAGEMENT
ELEMENTS

Records management consists of a number of elements that, when administered properly, lead to the development of a comprehensive Records-Management Program.

Records-Management Committee

This committee is comprised of key municipal personnel. It establishes policies and procedures for the records-management program.

Records Inventory

Through an inventory, knowledge is obtained on:

- the type of records maintained
- the methods of retrieving information
- the type and amount of equipment used
- the number and classification of personnel servicing and using the records.

Records-Retention Scheduling and Disposition

Records retention scheduling and disposition controls a record from its creation through the maintenance stages until its final disposition.

Records Appraisal analyzes records for the purpose of establishing their administrative, fiscal, legal and historical values to identify a realistic time period for scheduling of individual records series.

Records Disposition plans for:

- the transfer of records from active to inactive storage
- the permanent preservation of records of historical importance
- the authorized destruction of records of no further value.

Schedule Implementation, on a continuing basis, ensures that active records only are kept in the department and that inactive records are transferred to storage or destroyed.

Establishing Equipment Control over the
purchasing of filing equipment and supplies
enables standardization of common items
such as file folders, guides and labels.

Forms Management

Forms management controls the creation,
design and use of municipal forms to
ensure maximum efficiency and economy
in:

- the processing of information

- the elimination of unnecessary
  forms, and

- the reduction of forms procure-
  ment costs.

A Forms Inventory identifies and
classifies forms. Information is
obtained on form type, authority, purpose,
usage, functional category and distribu-
tion.

Forms Registration assigns a unique
number and title to each form according
to an established pattern for the
purposes of identification, categoriza-
tion, standardization and control.

Establishing Forms Files provides a
mechanism to obtain information for
analysis, design and procurement control.
This includes equipment, folders,
binders and adequate facilities for the
maintenance of forms artwork, plates
and negatives.

Procurement Control is established
through review and control of
duplicating, printing and procurement
of new, reordered and revised forms to
establish minimum-maximum storage levels
to promote economy of forms procurement.
Procurement costs are monitored at the
same time.

Analysis and Design of forms includes
recommendations on forms-processing
equipment, forms studies, flowcharting,
development of standard forms and cost
benefit analysis.

File-Classification Systems

File-classification systems are the logical and systematic arrangement of records in groups or categories, based on some definite scheme of natural relationship, using numbers and/or letters for identification. Also included are methods of indexing, identification and arrangement of records, whether subject, case, name or project files, so that they may be retrieved quickly when needed. This involves the design and development of various types of file controls such as indexes, bring-forward system, charge-outs, cross-referencing and transfer or re-route system.

File Maintenance is an on-going process consisting of systematic inspection of files for the purpose of replacing worn file folders, mending torn documents, removing duplicate copies, locating possible misfiles and ensuring proper sequence of contents.

Microrecording

Microrecording is a technique of records miniaturization utilizing 16, 35 or 105 mm. (C.O.M.), fine grain, high resolution photographic film. Major formats used are roll, jacket, aperture card or microfiche. Also included is the development of effective indexing techniques for retrieval purposes.

Program Documentation

Program Documentation provides for the development of manuals, guidelines and procedures documenting standard records-management practices to follow.

Vital Records

Vital records provide information essential to re-establish the basic rights of individuals and corporate bodies, including legal, property and other rights. These must be identified, classified and protected.

Reports Management

Reports management controls the production
of reports assuring that they are kept
to a minimum and that those required
are well presented, accurate, timely and
concise. It also includes the elimina-
tion of unnecessary reports.

Correspondence Management

Correspondence management applies
management techniques to expedite
preparation of correspondence, produce
better letters, increase efficiency,
improve quality and reduce costs.

FILING-EQUIPMENT SPECIFICATIONS

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FILING EQUIPMENT
(Capacities, Sizes, Weights, Space Released, Etc.)

EQUIPMENT TYPE	DIMENSIONS (inches)			DRAWERS	CONTENTS (paper)				CONTENTS (Cu. Ft.)	FLOOR SPACE (Sq. Ft. released)	WEIGHT (pounds)			REMARKS
	Depth	Width	HT.								Equip.	Content	Total	
Index Card Cabinet (Posting Unit Type)	30 58½ Open	19¼	42	5	CARD SIZE 3x5 4x6 5x8	TRAY 1,500 1,450 1,450	DRAWER 7,500 5,800 4,200	CABINET 37,500 29,000 21,000	4	8-open " " "	250	180	430	Card Size- 3x5-10,000 cards -1 cu. ft. 1 cu. ft. weighs 45 lbs. 4x6-4,000 cards - 1 cu. ft. 1 cu. ft. weighs 28 lbs. 5x8-3,000 cards - 1 cu. ft. 1 cu. ft. weighs 32 lbs.
Cardwheel Cabinet (5 Wheel) 3x5 Cards	27½	74	36½	N/A	50,000 cards (5 wheels of 10,000 cards per wheel)				5	14	200	225	425	1 cu. ft. weighs 45 lbs.
Microfilm Cabinet	28 56 Open	21-3/4	58¼	10	FILM SIZE 16mm 35mm	TRAY 30 17	DRAWER 120 68	CABINET 1,080 612	10 approx. 10 approx.	8-open "	382 382	340 230	722 612	16mm-1 Microfilm Cabinet Drawer- 1 cu.ft. and contains 108 reels. 1 cu.ft. weighs 34 lbs. 35mm-1 Microfilm Cabinet Drawer- approx. 1 cu.ft. and contains 60 reels. 1 cu.ft. weighs 23 lbs.

FILING-EQUIPMENT SPECIFICATIONS

FILING EQUIPMENT
(Capacities, Sizes, Weights, Space Released, Etc.)

EQUIPMENT TYPE	DIMENSIONS (inches)			DRA-WERS	CONTENTS (paper)	CONTENTS (Cu. Ft.)	FLOOR SPACE (Sq. Ft.) released	WEIGHT (pounds)			REMARKS
	Depth	Width	HT.					Equip.	Content	Total	
Microfilm Box	17	9	4	N/A	16mm – 36 reels	1/3	N/A	–	–	16mm 12 full	
					35mm – 20 reels	1/3	N/A	–	–	35mm 8 full	
I.B.M. Box (Punch Cards)	17½	8¼	15½	N/A	10,000 cards – 5 cartons of 2,000 cards	1½	N/A	–	–	55 full	
Records Centre Box	15	12	10	N/A	1,800 papers	1	1	–	–	50 full	
File Cabinet-letter	28 / 54½ open	15	51	4	18,000 papers full / 14,500 papers average	9-full / 7-ave.	6-open	170	450full / 350ave.	620 / 520	1 Drawer-2.3cu.ft, 1 Drawer Full – 4,500 pieces of paper
	"	"	"	5	22,500 papers full / 18,000 papers average	11-full / 9-ave.	6-open	200	550full / 450ave.	750 / 650	1 Drawer Average – 3,500 pieces of paper
File Cabinet-Legal	28 / 54½ open	18	51	4	As Above	10-full / 8-ave.	7-open	180	500full / 400ave.	680 / 580	1 Drawer-2.5cu.ft, 1 cu.ft. of paper – 30 lbs.
	"	"	"	5	As Above	12.5-full / 10.5-ave.	7-open	210	625full / 525ave.	835 / 735	1 cu.ft. of records – 1,800 pieces of paper
Transfer Case	25 / 47½ open	17	12½	1	4,500 papers full / 3,600 papers average	2.5-full	7-open	25	125full / 100ave.	150 / 125	

APPENDIX B

FILING-EQUIPMENT SPECIFICATIONS

FILING EQUIPMENT
(Capacities, Sizes, Weights, Space Released, Etc.)

EQUIPMENT TYPE	DIMENSIONS (inches) Depth	Width	HT.	DRA-WERS	CONTENTS (paper)	CONTENTS (Cu. Ft.)	FLOOR SPACE (Sq. Ft.) released	WEIGHT (pounds) Equip.	Content	Total	REMARKS
Shelf File–Letter (1 Single Bay) 6 Shelves High	13 (31"incl. ½ of 36" Aisle)	36	78	N/A	32,400 papers	18	8 (incl. ½ of 36" Aisle)	145	900 full 800 ave.	945 845	1 linear ft. of shelving – 1,800 papers; 1 cu.ft. of records
7 Shelves High	"	"	90	"	37,800 papers	21	"	160	1050 full 950 ave.	1210 1110	
8 Shelves High	"	"	102	"	43,200 papers	24	"	175	1200 full 1100 ave.	1375 1275	
Shelf File–Legal (1 Single Bay) 6 Shelves High	16 (34"incl. ½ of 36" Aisle)	36	78	N/A	32,400 papers	19	9 (incl. ½ of 36" Aisle)	160	950 full 850 ave.	1110 910	
7 Shelves High	"	"	90	"	37,800 papers	22	"	175	1100 full 1000 ave.	1275 1175	
8 Shelves High	"	"	102	"	43,200 papers	25	"	190	1250 full 1150 ave.	1440 1340	

ADVISORY

Regional Offices, Local Government Division, Ministry of Treasury, Economics and Intergovernmental Affairs, Government of Ontario. (See list at back of this guide).

Archives of Ontario, 77 Grenville Street, Toronto, Ontario.

Police Forces, Ontario Police Commission, 25 Grosvenor Street, Toronto, Ontario.

PUBLICATIONS

Guide to Statutory Records Retention Requirements, Ontario Government Book Store.

TRAINING

Certificate Course in Records Management Civil Service Commission, Government of Ontario (contact T.E.I.A. Regional Office)

PERIODICALS

Information and Records Management

Records Management Quarterly

TEXTBOOKS

Filing Systems and Records Management, Irene Place and Estelle Popham; Prentice Hall, Inc., 1966

Filing and Records Management, Kahn et al.; McGraw Hill Book Company, 1971

ASSOCIATIONS

ARMA   (Association of Records Managers and Administrators)

P.O. Box 281
Bradford, Rhode Island
U.S.A.   02808

CMA   (Canadian Micrographic Society)

P.O. Box 6084
Station 'J'
Ottawa, Ontario
K2A 1T1

(Definitions have been modified from the publication General
Concepts of Records Management published by the Records Services
Branch, Government of Ontario.)

ALPHABETICAL FILING	Arrangement of records in accordance with the alphabet, either by subject or case title.
ALPHA-NUMERIC	A filing system which combines features of alphabetical and numerical arrangements.
ARCHIVAL RECORDS	Records made or received by a municipality which are adjudged worthy of permanent preservation for reference and research purposes (synonymous with permanent).
BRING FORWARD	A control system used to ensure that files or records not currently required by personnel are returned to the correct file location and reissued to the same personnel on a prescribed future date.
CALENDAR YEAR	The period January 1 to December 31.
CAPTION	The heading on a file guide or file folder indicating the category of material filed behind or within.
CASE FILE	A file containing all material relating to a specific action, event, person, place or thing, usually filed by name or number.

CHARGE-OUT	1) The action (to indicate location) of recording the removal and loan of documents from file,or loan of the entire file.
	2) The form used to record a charge-out.
CHRONOLOGICAL FILING	Filing by date of action or dispatch.
CLASSIFICATION FILING	See "File-Classification System".
CLASSIFYING	The process of determining the file designation and necessary index references of papers to be filed.
CLOSED FILE	A collection of related papers on which action is completed.
CLOSED VOLUME	That portion of a case file deemed inactive by the opening of a subsequent volume of the same case.
CODES	Numbers or symbols used to abbreviate lengthy file captions (identification) otherwise expressed in words.
COLOUR CODING	System using coloured devices to detect misfiles. In this regard, it is primarily effective with end tab numerical filing systems (on shelves). Colour coding may be adapted for use with alpha and subject filing systems.

CONVENIENCE FILE	Extra copies of papers or publications kept near the user for convenience of reference.
COPY	A reproduction of the contents of an original communication prepared simultaneously or separately.
CORRESPONDENCE	Communications consisting of incoming and outgoing letters, memoranda, route slips, postcards and telecommunications.
CROSS-REFERENCE	An entry recorded in an index, directing attention to another related subject name, or source, for the purpose of information retrieval.
CUT-OFF DATE	Date on which a file folder is made a closed volume preparatory to opening a new file folder for continuing material.
DEAD RECORD	A record on which all activity has ceased.
DESTRUCTION	The physical disposal of records by means of burning, pulping, shredding or by sale as salvage.
FILE	A collection of papers and documents on a specific person, organization, place or thing within a file folder. Also a series of file folders which

have been arranged in some logical
sequence in accordance with an
established system.

FILE-CLASSIFICATION   A logical and systematic arrangement of
SYSTEM   files into subject groups or categories
                       based on some definite scheme of
                       natural relationships using numbers and/
                       or letters for identification.

FILE FOLDER   A plain or coloured (blank or imprinted),
                       kraft or manilla paper folder, usually
                       tabbed, used to house correspondence or
                       documents.

FILE JACKET   Use "File Folder".

FILE MAINTENANCE   A systematic inspection of files for the
                       purpose of replacing worn file folders,
                       mending torn documents, removing
                       duplicate copies and locating possible
                       misfiles, and ensuring proper sequence
                       of contents.

FILING   The process of sorting, classifying,
                       cross-referencing, storing and retriev-
                       ing records in accordance with an
                       established system.

FILING SYSTEMS   The planned method of indexing,
                       identifying and arranging records so
                       that they may be found quickly when
                       needed.

FORM	Printed paper with blank spaces for the insertion or choice of variable data used to record or transmit information.
FORMS MANAGEMENT	The control of the creation and design of forms to ensure maximum efficiency and economy and the elimination of unnecessary forms.
GEOGRAPHICAL FILING SYSTEM	The grouping of case files in relationship to the geographical location of the case. Usually by political boundaries.
GUIDE	A card or support with a caption tab used to sub-divide and support the contents of a file drawer.
INDEX	A finding aid which is usually an alphabetical list of the names or subjects to be found in a document or a particular body of records or papers. The page, pages or other specific places dealing with each name or subject are shown.
NAME FILE	A case file containing material relating to a specific person or organization, filed alphabetically.
NON-RECORD MATERIAL	Library or museum material made or required and preserved solely for reference or exhibition purposes, extra copies of records preserved only for the convenience of reference, working papers, or stocks of publications or printed documents.

NUMERICAL SYSTEM   Any file arrangement exclusively by
                        numbers.

PROJECT FILE   A file relating to a specific thing such
                        as a study or survey (task or problem)
                        with findings, conclusions and recommen-
                        dations.

RECORDS   Correspondence, forms, maps, plans and
                        other documents, books, photographs,
                        films, microfilms, sound recordings,
                        paper and magnetic tapes, computer cards
                        and discs or other documentary material
                        regardless of physical form or charac-
                        teristics.

READING FILE   Extra copies of out-going letters
                        arranged chronologically - a convenience
                        file.

RECORDS APPRAISAL   The analysis of records for the purpose
                        of establishing their value, use and
                        period of retention. It includes a
                        review of the administrative, fiscal,
                        legal and historical value of records
                        by records series.

RECORDS DISPOSAL   The planning for and/or the physical
                        operations involved in:

                        1) the transfer of records from active
                           to inactive storage space

                        2) the transfer of records to permanent
                           preservation

                        3) The authorized destruction of records
                           of no further value.

RECORDS INVENTORY

A complete listing of an offices documentation by record series together with sufficient supporting information to enable a proper evaluation of file operations.

REFERENCE MATERIAL

Usually non-record material including publications and other reproduced materials (used to facilitate the working of an office) much of which is periodically replaced by more current items - a convenience file.

REPORT

A written account, formal or informal, prepared and distributed at specific intervals, reflecting utilization of resources, status of operations or providing other administrative information, useful in judging progress, forming decisions, or directing operations.

RETRIEVAL

The act of recovering information from a file.

SUBJECT NUMERIC

A file classification system using a combination of abbreviated words and numbers.

TERMINAL DIGIT

A system of numerical filing for a large volume of consecutively numbered records using the last digit, last two digits or last three digits of each number as the primary caption under which the record is filed. The complete number is read from right to left in equal groups of numbers.

TRANSITORY
CORRESPONDENCE

Routine correspondence with a short-term record value. The retention period is limited to the interval required for completion of the action covered by the communication.

SAMPLE RECORDS-RETENTION BY-LAW

BY-LAW NO. _____

of the

CORPORATION OF THE _____ OF _____

BEING A BY-LAW TO ESTABLISH SCHEDULES OF
RETENTION PERIODS FOR DOCUMENTS, RECORDS
AND OTHER PAPERS OF THE MUNICIPALITY

Whereas section 249 of The Municipal Act provides that
the council of a municipality may pass a by-law approved by the
auditor of the municipality establishing schedules of retention
periods during which the receipts, vouchers, instruments, rolls
or other documents, records and papers must be kept by the
municipality.

Now therefore the COUNCIL OF THE CORPORATION OF THE
_____ OF _____ ENACTS AS FOLLOWS:

1.   The retention period for the records of the Corporation
of the (City, Town, Village, etc.) as outlined in Schedule 'A'
attached hereto and forming part of this by-law, are hereby adopted
and established as the retention period for each such record.

2.   The municipality may destroy any of the documents
listed, provided they have been retained until the retention
period as outlined in Schedule 'A' of this by-law has expired.

3.   This by-law shall not take effect until the auditors
of the Corporation have approved this by-law by endorsing their
name at the end thereof.

READ a first and second time this _____ day of
_____, 19__.

READ a third time and FINALLY PASSED THIS _____ day
of _____, 19__.

_____   _____
        Clerk   Head of Council

Retention Periods

Subject	Range in Years			Most Prevalent
General Correspondence (Clerk)	2	-	10	7
Council Minutes				P
Committee Minutes				P
Unsuccessful Tenders	2	-	10	7
Successful Tender Matters	2	-	20	20
Assessment Rolls				P
Local Improvement Petitions	15	-	P	P
County Judge Judgements	10	-	P	P
OMB Decisions	10	-	P	P
Supreme Court Judgements				P
Purchase Orders	1	-	7	6
Daily Bank Statements	2	-	10	7
By-laws				P
Agreements				P
Leases				P
Deeds				P
Arrears of Taxes, Receipts	3	-	7	7
Tax Sale Records	15	-	P	P
Tax Sale Deeds				P
Tax Arrears Register Cards	7	-	P	P
Tax Certificate Applications	5	-	P	6
Tax Certificate Copies	4	-	P	
Tax Collector's Rolls	7	-	P	P
Accounts Receivable (Water)	5	-	10	7
Accounts Receivable Ledger				P

Retention Periods (Cont'd)

Subject	Range in Years			Most Prevalent
Journal Entries	6	–	P	P
Accounts Payable	6	–	10	7
Licences	2	–	7	3
Permits (Building)	5	–	P	7
Subdivision Files	5	–	P	P
Employee Attendance Report	1	–	7	3
Birth, Marriage & Death Records				P

P   (Permanent)

ENCYCLOPEDIC SUBJECT FILING

SUBJECT GROUP	FILE
1. General Administration Subjects	1. Office Management Matters 2. Books & Magazines 3. Minutes & Proceedings 4. Agendas 5. Reports 6. Communications 7. Organization, Consultants, Procedure & Policy 8. Meetings 9. Other General Administration Subjects
2. Finance and Accounting	1. Books of Account and General Finance Documents 2. Revenues 3. Expenditures 4. Audits and Auditing 5. Funded Debt - Investments - Insurance - Borrowing 6. Budget and Estimates 7. Pensions & Benefits 8. Banks & Banking 9. Other Financial and Accounting Subjects
3. Legal Matters and Legislation	1. Legislation 2. Litigation 3. Claims 4. Legal Documents and Instruments 5. Inquiries, Investigations and Hearings 6. Administration of Justice
4. Personnel Subjects	1. Employment and Employees 2. Holidays and Travel 3. Regulations 4. Health & Welfare of Employees 5. Union and Labour Relations 6. Examinations

ENCYCLOPEDIC SUBJECT FILING (CONT'D)

SUBJECT GROUP	FILE
5. Buildings Subjects	1. Permits
	2. Specifications
	3. Inspections
	4. Plumbing & Drainage
	5. Heating
6. Clerk's Department Subjects	1. Council Receptions, Visits and Public Relations
	2. Assessments
	3. Elections
	4. Vital Statistics
	5. Appreciation for Services--Honorarium
	6. Annexation
	7. Amalgamation
7. Fire Department Subjects	1. Fires, General
	2. Accidents
	3. Inspections
	4. Fire Apparatus
8. Health Department Subjects	1. Communicable Diseases
	2. Preventive Measures
	3. Medical Services
	4. Mental Health
	5. Dental Services
	6. Nursing Services
	7. Public Health Inspection and Food Control
	8. Other Medical Subjects
	9. Other Health Subjects
9. Licence Subjects	1. Applications
	2. Inspections
10. Parks and Recreation	1. General Matters re Recreation & Parks
	2. Individual Parks
	3. Individual Recreation Areas
	4. Programs
	5. Forestry
11. Payroll	1. Pay
	2. Pensions

ENCYCLOPEDIC SUBJECT FILING (CONT'D)

SUBJECT GROUP	FILE
12. Planning, Development and Housing	1. Planning & Development 2. Zoning 3. Housing
13. Property and Real Estate	1. Maintenance 2. Architecture 3. Lands and Properties 4. Surveys (Land)
14. Purchasing and Stores	1. Purchasing 2. Stores, General 3. Specifications 4. Sales of Excess Stores 5. Printing
15. Welfare Subjects	1. Welfare, General 2. Housing, General 3. Public Assistance, General 4. Care of Indigents, General 5. Aged 6. Nursery & Day Care 7. Hospitalization 8. Funerals & Burials 9. Other Welfare Subjects
16. Works Subjects	1. Maintenance 2. Sanitation 3. Vehicles and Equipment 4. Construction Subjects 5. Design, Surveys and Draughting 6. Traffic 7. Inspections 8. Other Works Subjects

ENCYCLOPEDIC SUBJECT FILING (CONT'D)

SUBJECT GROUP	FILE
17. Associations, Societies, Institutes, Public Buildings and Institutions	1. Associations 2. Societies 3. Institutes 4. Public Buildings & Institutions
18. Councils, Boards, Committees, Authorities and Commissions	1. Councils 2. Committees 3. Commissions 4. Authorities 5. Departments 6. Organizations
19. Governments	1. National Governments 2. Provincial Governments

Copies of the following publications, produced directly
by the Advisory Services Branch or jointly with other agencies,
are available from:

> Ontario Government Book Store
> 880 Bay Street
> Toronto, Ontario
> M7A 1N8

	Title	Price
1.	Developing a Municipal Code	$1.00
2.	Getting More for Consulting Dollars	$3.00
3.	Local Government Management Project	
	a) Project Overview Statement	$1.00
	b) Goals for Dallas - "A" -	$2.00
	c) Goals for Dallas - "B" -	$2.00
	d) Developments in the Management of Local Government - a Review and Annotated Bibliography	$2.00
	e) The LGMP Experience: Phase I - Assessing Readiness for Organizational Change in Local Government	$2.00
	f) The LGMP Experience: Guidelines for Organizational Change in Local Government	$4.50
4.	Managers for Local Government	
	a) Report #1 - The Issues	No charge
	b) Report #2 - The Design	No charge
	c) Report #3 - The Data Base	No charge
	d) Discussion Paper #1 The Need for Manpower Planning	No charge
	e) Discussion Paper #2 Career Planning	No charge
	f) Discussion Paper #3 Organization and the Management Focus	No charge
	g) Discussion Paper #4 Recruitment	No charge
	h) Discussion Paper #5 Education, Training and Development	No charge

Assistance For Municipalities

The Local Government Division of the Ministry of Treasury, Economics and Intergovernmental Affairs (T.E.I.A.) maintains five Regional Offices that are available to assist Ontario municipalities:

CENTRAL ONTARIO REGIONAL OFFICE
T.E.I.A.
47 Sheppard Avenue East
2nd Floor
WILLOWDALE, Ontario
M2N 5X5
(416) 226-6574

EASTERN ONTARIO REGIONAL OFFICE
T.E.I.A.
244 Rideau Street
OTTAWA, Ontario
K1N 5Y3
(613) 232-9446

NORTHEASTERN ONTARIO REGIONAL OFFICE
T.E.I.A.
1349 Lasalle Boulevard
SUDBURY, Ontario
P3A 1Z2
(705) 566-0901

NORTHWESTERN ONTARIO REGIONAL OFFICE
T.E.I.A.
435 James Street South
P.O. Box 5000
THUNDER BAY, Ontario
P7C 5G6
(807) 475-1621

SOUTHWESTERN ONTARIO REGIONAL OFFICE
T.E.I.A.
495 Richmond Street
LONDON, Ontario
N6A 5A9
(519) 438-7255

Additional copies of this publication may be obtained through the Government Book Store, 880 Bay Street, Toronto, Ontario M7A 1N8, for $1.50 each.